

THE ONE HUNDRED & SEVENTY FIRST

ANNUAL REPORT *of the* LEICESTER ROYAL INFIRMARY

(INCORPORATED BY CHARTER)



SUPPORTED BY VOLUNTARY
CONTRIBUTIONS

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SUPPORTED BY VOLUNTARY CONTRIBUTIONS

THE ONE HUNDRED
AND SEVENTY-FIRST

Annual Report

OF

The Leicester Royal Infirmary

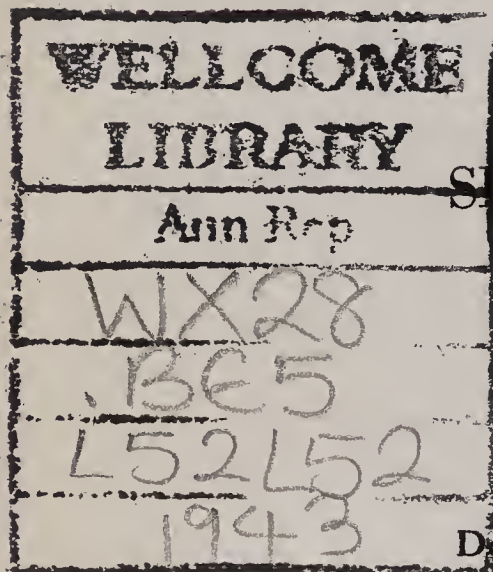
(INCORPORATED BY CHARTER)

Children's Hospital

AND

Leicester and Leicestershire Maternity Hospital

For the Year 1943.



President :

SIR ARTHUR HAZLERIGG, Bt.,
LORD LIEUTENANT OF THE COUNTY.

Chairman of the Board of Governors :

J. G. PICKARD, J.P.

Deputy Chairman of the Board of Governors :

W. B. JARVIS, O.B.E., J.P.

Treasurer :

COL. A. HALKYARD, M.C., T.D., D.L., LL.B.

House Governor and Secretary :

H. T. PLOWMAN, F.C.I.S., F.H.A.

LEICESTER :

W. THORNLEY AND SON, PRINTERS,
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171st Annual Report of the Governors, 1943

During many decades the Leicester Royal Infirmary has pursued a progressive policy. Each year has surpassed its predecessor in the amount of work accomplished. The National Emergency has presented problems of an unprecedented nature and at times as soon as one difficulty has been surmounted another has appeared. Therefore the Governors are proud to report this record of service to the community :—

The Work of the Year

In-Patients

	1943	1942	1941
Remaining in on 1st January ...	578	634	490
Admitted Infirmary and Children's Hospital	12141	11962	11571
Maternity Hospital (Mothers) ...	1060	1162	925
	<hr/> 13779 <hr/>	<hr/> 13758 <hr/>	<hr/> 12986 <hr/>

The average daily number of beds occupied during the three years was respectively :—

Infirmary and Children's Hospital	608·9	592·2	578·5
Maternity Hospital	40·5	46	44·2

The number of operations at the Infirmary were	7652	7738	7792
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Transfers to Swithland and Zachary Merton Homes ...	2451	2496	2311
--	------	------	------

The average stay in the Infirmary was	18·39	18	18·44
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The average cost per occupied bed
at the Infirmary was (including
Homes)

	1943	1942	1941
	£190 3s. 3d.	£186 9s. 5d.	£187 10s. 0d.

Out-Patients

Infirmery :—

New patients	29093	26394	24739
Renewed attendances		...	57600	48992	49110
			<hr/> 86693	<hr/> 75386	<hr/> 73849

Casualties

New patients	33009	34542	29771
Renewed attendances		...	82158	80106	78633
Renewed attendances, Fracture Clinic	14999	13789	10780
			<hr/> 130166	<hr/> 128437	<hr/> 119184

Operations 7228 7631 7091

X-Ray Examinations (attendances) 31089 26536 25926

Fluorescent Screen Examinations 14442 12284 11498

X-Ray photographs taken ... 52514 44400 44319

X-Ray treatments :—

Deep Therapy & Superficial 9123

Attendances, follow up Clinic 2886

————— 12009 19789 16056

Ultra Violet Ray treatments 16645 22931 18516

Radium treatments 525 239 257

Pathological and Bio-Chemical Departments :—

Examinations made ... 51990 44127 39701

Orthopædic Department (Massage & Electrical) :—

Number of attendances ... 63159 56845 46964

	Fracture		Artificial	Plaster
	Clinic	Orthopædic	Limb	P. T.
	Class	Class	Clinic	Oct.-Dec.
Rehabilitation, July to Dec.				
Attendances	3520	1634	1199	311
				384

Maternity Hospital :—

Ante Natal attendances	...	8047	7717	5983
Post Natal attendances	...	682	712	484

Emergency Hospital Service

During 1943 under the Ministry of Health Emergency Hospital Service there were treated as In-patients 2,262 members of the Forces and 300 manual workers, transferred war workers, evacuees, &c. These figures compare with the previous year of 1,957 Forces and 263 others. Emergency Hospital Service Cases last year made 24,860 attendances in the Casualty and Out-patient departments.

The above facts, it is believed, prove that the Governors have succeeded in their endeavour to meet the demands of the Services through the Emergency Hospital Service without reducing the facilities for the civilian population. The Governors are, however, concerned to have to report that the waiting list has grown to unprecedented proportions and no possibility of improving the position can be seen at present. In fact a warning has been received that the military situation is likely to make heavier demands upon the Infirmary in the future.

Appreciation

The presentation of this statement of the Year's Work gives the Governors an opportunity to express their appreciation of the unselfish service which all members of the staff of the Infirmary and the Homes have given year by year since September, 1939. Everyone expected that war would call for special sacrifices from the Hospital Staffs and all were prepared to meet them. On reviewing the past war years it is realised that a tremendous strain has been continuously imposed on the medical, nursing and administrative staffs. At the same time all are thankful that the Infirmary has been spared the horrors of bombing which have fallen upon many Hospitals of the British Isles.

MATERNITY HOSPITAL

Of the 1,060 patients admitted to hospital 631 were mothers living in the City of Leicester and 429 resident in the County.

Staffing difficulties have been prevalent throughout the year both with regard to nursing and domestic personnel. The decision of the Ministry of Labour that nurses training as midwives must practice their profession for one year, seriously depleted the flow of nurses for training and it was not found possible to engage trained midwives to take the place of pupils. Owing to this situation it was necessary to curtail bookings in spite of the heavy demand.

Skin (Light Department)

One or two developments in this department are worthy of note in this year's work of the Infirmary. Noteworthy results have been achieved in the treatment of certain types of birth-marks in infancy by the use of the radio active substance named Thorium X. Photography in natural colour of clinical subjects has been undertaken for several years and these will in the future form a permanent dermatological exhibition in the Infirmary Museum. The success in the treatment of lupus has been most marked and an ambitious programme is contemplated this year.

Oral Hygiene Clinic

Oral Hygiene is the dental aspect of preventive medicine. The above mentioned Clinic, which is the first to be opened in any Hospital, General or Special, in Great Britain, has for its purpose the prevention of dental disease and the co-ordination of the complementary functions of medicine and dentistry. Recent international scientific research in which Dr. Fish, an Englishman, has played a leading part, has made possible the prevention and arrest of paradontal disease (pyorrhœa), and the diminution of dental caries, in many cases. Although the primary object of the Clinic is prevention, much of the work during war-time is devoted to the treatment of gum disease, particularly Vincent's infection.

Rehabilitation

The addition of a trained Physical Training Instructor to the Staff in July speeded up progress in this work. Unfortunately, lack of accommodation for indoor exercise and occupational therapy continues to restrict development. Great strides in this field of treatment will be made in the post-war years.

Food

The Governors have always paid great attention to the desirability of providing the best possible food. As long ago as 1928 the Kitchen stores and dining rooms were enlarged and re-modelled. Seven years ago a Diet Kitchen was founded and a trained Dietitian appointed to deal with special diets. The reconstruction of the Out-patient Department in 1939 gave the opportunity of developing a dietetic clinic and there are now on the register of this Department no less than 500 patients, who make 120 weekly attendances.

Rationing and Ministry of Food propaganda has encouraged the public generally to become more food minded and institutions generally have found it advisable to give added attention to dietetics. To keep in the van of progress, the Governors have appointed a Food Supervisor with 20 years catering experience to take complete control of the purchasing, cooking and serving of meals to patients and staff.

Appointments for Out-patients

Last year's report introduced this subject to subscribers and promised an extension as soon as staff conditions allowed. Before the end of the year, although there was no improvement in the staffing position, it was decided to proceed with a complete appointment scheme in the Out-patient Department. This was commenced in the New Year and after three months trial it can be reported that it has proved a success. Waiting time has been cut to an absolute minimum and tributes have already been received of the benefit patients have derived.

The Honorary Medical and Surgical Staff gave the scheme the maximum support from its inauguration and the evening out of the work of the clinics has given the Staff the opportunity of giving much more concentrated consideration to the cases needing advice. The system is still in its infancy, improvements could be made if the clerical and portering staff could be increased. The work involved will be appreciated when it is realised that as many as 1,000 appointments have to be made each week. Patients generally have been most responsive to the changed conditions. The Casualty and Fracture Clinic should be brought into the

scheme as early as possible. Before this can be done it will be necessary to extend the accommodation.

The Governors believe that this scheme will prove to be one of the greatest administrative advantages introduced for many years.

National Health Service

The White Paper has been published and debated in Parliament. It has been said that it is only the framework on which the new Health Plan is to be built. The Prime Minister when speaking recently at the College of Physicians expressed his belief in tradition. The White Paper, however, does not appear to lay any emphasis on the traditions of the Voluntary Hospitals which have served the public for 800 years.

Voluntary Hospitals have been the pioneers of Medical and Surgical science as we know it to-day. There are more than 1,000 Voluntary Hospitals in the country with capital assets of £300,000,000. They are treating $1\frac{1}{2}$ million In-patients annually and $6\frac{1}{2}$ million as Out-patients. They have a mighty asset in the goodwill of the community which they have served faithfully and well. The absence of any provision for a statutory joint hospital advisory board precludes the voluntary hospitals from any voice in the planning, maintaining and improving the hospital service in any given area.

Negotiations prior to the issue of the White Paper on the National Health Service encouraged the view that the Voluntary Hospitals would be invited into the new scheme as partners. It certainly lays down that the Voluntary Hospitals will be paid for work done but at a rate less than the actual cost. If all are to be provided with Hospital benefit by a payment under a National Health Insurance Scheme, will the public provide Voluntary Contributions to ensure the continuance of the Voluntary Hospitals?

The British Hospitals Association Executive of which the Chairman of the Board is a member, has expressed to the Minister of Health its disappointment that a more active part in the Hospital Policy has not been allotted to the Hospitals that are at the moment doing the major part of the Medical and Surgical work of the country.

The Voluntary Hospitals seek, in accordance with the Government's pledge, to secure that by their existence they may participate in a comprehensive plan, not solely because of the fact that they are voluntary, but because their methods of securing scientific advances and the benefit of the patient, are historically proven. It is therefore in the interests of the patient that they desire to secure their place in equal partnership with the local authorities in this great undertaking.

It is inevitable that for a long time to come the Voluntary Hospitals must play a vital part in the whole conception of Hospital service. Page 21 of the White Paper reads:—

“The facts of the existing accommodation in voluntary hospitals make it clear that without the collaboration of the voluntary hospitals it would be many years before the new joint authorities could build up a system adequate for the needs of the whole population.”

The Governors will watch closely the trend of this vast new development with the assurance that the Infirmary has the loyal and devoted interest of the public of the City and County.

INCOME

Number one item in the Income Account starts off with a small decrease. Annual Subscriptions being down £16 but almost without exception all other totals show increases mostly of a substantial character.

Donations, a rising figure over a long period of years, for the first time tops the twenty thousand pound mark at £20,155. This figure perhaps more than any other on the Income side expresses the growth year by year of the unstinted wealth of goodwill the Infirmary enjoys. The amount is made up by support from all sections of the community comprising individual gifts from persons, firms and organised efforts by supporters not the least being Committees working year in and year out to ensure the Infirmary receiving the maximum support.

Hospital Sunday

The Governors have always hoped that the time would arrive when the Hospital Sunday Fund would reach a total of £5,000. That goal is not very far off for in 1943 the total

reached was £4,346, being £389 more than the record total of the previous year. It has been decided this year to revert to the pre-war practice of inviting churches to take collections on the Sunday following St Luke's Day, except when this date is not convenient. A large part of this Hospital Sunday Fund comes from Harvest Festival Gifts some of which are more than generous.

Hospital Saturday Fund

Founded in 1903 the Leicester and County Saturday Hospital Society has produced a sequence of records of which any Society would have reason to be proud. Not only has the Infirmary year by year received an increasing amount from this source but the Society has increased its benefits to its subscribers until to-day perhaps no 3d. gives greater value for money. The "POWER OF THE PENCE" is fully illustrated in this year's total collection which amounts to £80,536. Of this amount the Infirmary receives £47,300 towards maintenance costs and £18,000 on account of the Casualty and X-Ray Fund. This Building Fund provided entirely by the Society now stands at £91,137 3s. 1d. The simplicity of the mode of collection has been an outstanding feature of this Society's scheme. A word of sincere thanks is recorded to employers who year by year deduct coppers from wages and remit the total to the Society. The Society's Delegates have been most energetic in their interest and co-operation. The New Casualty Block when built will record the benevolence of the members of the Society to the Infirmary. The Board offers its warm appreciation to the Society and its Officers on their successful administration and excellence of the work accomplished.

Children's Hospital

The income from this source varies each year and for 1943 the amount brought in, £6,565, is an increase on the previous year's amount. Rose Day in the County amounted to £1,022 18s. 9d., a record contribution. Many of the organisers have consistently helped this Flag Day year by year since 1914 and the Board records its appreciation of this co-operation. The Children's Effort for their Hospital continues to make progress. Another record has been created by the receipt of £1,361 4s. 0d.

from this source. A special word of thanks must be given to Teachers for the part they have taken in encouraging the collection among their pupils.

Services Rendered

Receipts on account of services rendered are lower by £612 at £42,025. The main amount making up this total was £27,434 from the Ministry of Health Emergency Hospital Service.

Invested Property

The increasing amounts received year by year for Bed endowments is represented in the Income Account by the mounting item of Dividends, which this year totalled £13,810. The grand total of £19,608 is one that shows the strength of the Infirmary's finances.

Extraordinary Income

Legacies for the year amounted to £5,588 and with this figure added the total Income for maintenance purposes during 1943 totalled £154,342, a worthy income of which all associated with the Infirmary are very proud.

Expenditure

The cost of provisions during the year amounted to £15,006, a sum not so large as that recorded in peace years. Subsidies and rationing have held this amount more or less steady during the war years. Domestic expenses were up £2,376 and of this increase £1,000 is represented by the increase in cost of coal and £285 extra for water. Renewals and repairs of furniture, &c. £552, domestic wages £280, and £362 uniforms, accounts for further increases under this domestic expense. Salaries and Wages total £59,872 and it is interesting to note that when expenditure in 1934 was £89,075, wages represented 31·6 per cent., and in 1943 when expenditure had increased to £145,858, the percentage for wages has increased to 41 per cent. Nursing Wages increased by £3,755, brought about by the adoption of the Rushcliffe scale of salaries and the Government has undertaken to meet 50 per cent. of the increases accruing by the adoption of the scale. No sum on account of allowance appears in this year's account.

Renewals and Repairs of Plant and Buildings amounted to £3,903. This is a very low figure and is accounted for by war conditions, which only allow for emergency work being undertaken.

Extraordinary expenditure is principally made up of expenditure at Zachary Merton and Swithland Convalescent Homes, £10,336. This is really ordinary expenditure as far as the Leicester Royal Infirmary is concerned but in the uniform system of Hospital accountancy, expenses of Convalescent Homes have to be regarded as extraordinary. During the year the Board accepted full responsibility for the maintenance of the Leicester and Leicestershire Maternity Hospital and has therefore to be responsible for the deficit of £3,149.

Total expenditure for the year was £145,858 and it is pleasing to report that Income exceeds this figure by £8,483. This balance will be a valuable asset to meet renovations of buildings and plant which will have to be undertaken as soon as practicable after the close of hostilities.

A war-time 28 page Annual Report can only give an epitome of the tremendous activities of the Infirmary and its auxiliary services. A wealth of service is given both in labour and kind. Members of the St. John Ambulance Association give many hours weekly acting as attendants, members of Toc H have maintained the Patients' Library for 10 years. Allottees have provided 52 tons of potatoes and several tons of other vegetables. Members of the Cacklers' Clubs provided a gift of 5,626 eggs, and other gifts of eggs brought up total receipts to 13,312. Infirmary Committees and individuals, working separately, give up hundreds of evenings and week-ends in voluntarily working for the Hospital. Grateful thanks are extended to all who so generously support the Infirmary's work and the Governors trust that this loyal service will continue in the future in no less measure.

Jno. G. PICKARD,

Chairman of the Board

W. B. JARVIS,

Deputy-Chairman.

Alfred HALKYARD,

Treasurer.

31st March, 1944.

REPORT ON NURSING STAFF.

The year 1943 has been a very momentous one for the Nursing Profession generally and as such it has affected the Nursing Staff of the Leicester Royal Infirmary in common with others.

The Government—Ministries of Health and Labour—has taken charge more than ever before, and Nurses have become “Man-power”.

The earliest change was the publication of the Rushcliffe report which not only put Nurses salaries on a better basis, but on a national basis, and made the Government grant conditional on certain improvements which will do much in the future to bring about a more uniform and satisfactory state for Nurses.

The Horder Committee set up by the Royal College of Nursing under the Chairmanship of Lord Horder has now published three reports. The first report on the Assistant Nurse has been largely implemented in the Nurses Act of 1943. The second and third reports on Education and Training and on Recruitment aim at establishing a sound educational training, giving the student nurse true student status. Many new recommendations wait for fulfilment. These recommendations will be implemented now as far as is possible, but after the war there will be further changes. The extra work in the Infirmary during the past year has made the Nurses’ training more of a strain.

The Nurses Act has legalised the position of the Assistant Nurse and it is hoped that members of the Civil Nursing Reserve who have given good service here during the War will be in a better position later as a result of the Act.

The Ministry of Labour has set up a Central Advisory Council in London with Local Councils in different parts of the country. The Appointments Officers with Nurse Technical Advisors supervise the right allocation of Nurse power. Nurses do not appreciate the somewhat limited scope of their efforts now, though they realise they have had up to the present time considerable freedom.

It is sincerely hoped that the guidance of Nurses will rest with the profession after the War. Direction can now be applied to Midwives—other Nurses are simply controlled.

Our improvements here have resulted in the opening of “Forest Edge”—a large house at Leicester Forest East, as an

additional Preliminary Training School. 14 Students are housed there under the care of Sister Hale—a Sister Tutor. The house is delightfully situated and the scheme has proved a great success. The students learn simple housecraft and practical nursing. They study anatomy, physiology and hygiene. One day each week is spent on a visit to the Wards and they also take lectures and classes in sick room cookery. After two months the Student Nurses enter the second part of the Preliminary Training School where they have more Ward experience and further lectures. They are ready for Part 1 of the Preliminary State Examination at the end of six months after some revision classes.

A further advance in the Nurses' Training has been an arrangement with the Health Authorities for four Nurses in their second year to spend Six months at the City Isolation Hospital getting experience in Fever and Sanatorium nursing treatment. This should prove to be of great value to the Nurse. Lectures are given during this period. We hope the Nurses will also be of help to the Isolation Hospital.

During the past year it has been found necessary to make several alterations in the Wards. The large number of Military patients has made much pressure on the beds. Convoys from the Middle East have necessitated sudden changes. It is realised that apart from the extra work, the Nurses' training may be somewhat one-sided, but it is hoped the Nurse will also benefit by having to meet emergencies in the right way.

During the year 84 Students entered for Training and 42 have completed the course. 51 entered for the Final State Examination and 45 passed. 61 passed the Preliminary State Examination out of 64.

Leicester Nurses are working in all parts of the world—many keep in touch with us. Interesting news comes from them. They are having unusual experiences; three in active service were torpedoed and lost all their possessions but fortunately they were not injured. One Nurse was killed as a result of a motor accident in North Africa.

Two Leicester Nurses have been honoured by the award of the M.B.E.—Miss M. Hillman, who was working at the Seamen's Hospital, Greenwich, and Miss S. E. Hartshorne, Matron of the much blitzed Plymouth Royal Eye Infirmary.

Miss E. M. Petch, T.A.N.S., has been mentioned in despatches. She is Matron of a large Military Hospital in North Africa.

Many Nurses have taken up Midwifery after completion of training as it is one of the branches of nursing that is short of candidates. A few have trained at Bond Street and some of our staff have been appointed there as Staff Nurses and Sisters.

The Nursing Staff has been active in carrying out its own pursuits. Tennis, Music, Dramatics and other "off duty" hobbies have been organised by themselves. The Representative Council has met regularly and in November Nurses were elected as Chairman and Vice-Chairman of the Council respectively instead of the members of the Board. The Student Nurses' Association Unit has been active—The Unit was fortunate in having one of its members elected to the Student Nurses Central Council, representing Voluntary Hospitals for this region.

In November the Annual Speechmaking Contest was held here, when 13 competitors spoke on "A National Nursing Service" to an audience of 300 Nurses from all over England, Scotland and Wales. Sir Arthur Hazlerigg presided over this gathering.

The Annual Prize Giving was held in December when Miss E. P. MacNanus, O.B.E., Matron of Guys' Hospital and President of the Royal College of Nursing visited Leicester and presented Medals and Prizes and gave a most interesting address.

Our very sincere thanks are due to the Sisters who have carried through an immense amount of work during the year—shouldering their burdens in the right spirit, and doing all in their power to give the spirit of service to the patient that has always been so marked in the Hospital. Many tributes are paid to the Nursing Staff by grateful patients.

Thanks must also be given to Lady Oliver, C.B.E., J.P., to Mrs. R. Tyler and Mrs. Dan Oram, for their continued support for the Linen League. From among members of the League we have had several ladies who have each week throughout the year come to Wards to help with mending. This quiet but effective service is of great value when the Wards are so heavy as they have been for so long. We hope they will continue.

Toc H members also contribute directly to the needs of the patients by their regular attendance for the distribution of books. To them and all other helpers we offer our sincere thanks.

It has always been our policy to relieve the Nursing Staff of domestic duties as far as possible, but the shortage of domestic staff and transport difficulties for daily workers has increased these particular duties considerably for the Nurses. We are therefore very grateful to the young members of the Y.W.C.A., the Girls' Training Corps who have come on Sundays to wash up in the wards, and members of the Christadelphian Ecclesia who help daily in the kitchen, &c.

M. F. HUGHES,

Matron.

SOCIAL SERVICE WORKER'S REPORT

STATISTICS

Total number of patients referred to the department	...	4139
„ „ „ under supervision 31/12/43	...	189
„ „ „ Sent to Convalescent Homes	...	243
„ „ „ visited at home	71
„ „ „ interviewed regarding :		
(1) Hospital vouchers (I.P.)	...	1757
(2) maternity fees	244
(3) doctors introductory letters	...	161
(4) transfer to P.A. Institutions	...	96
(5) need for dentures	117

The topical word "mobile" gives the keynote to the activities of the department during 1943. Greater mobility has been achieved through closer co-operation with the telephonists, and through the help given by student almoners.

The usual diversity of problems has occurred : patients have arrived without introductory notes from their doctors; difficulties have arisen over fares for daily attendances; patients having suffered amputation of limbs have needed expensive appliances, and there have been those unfortunate people without homes and with no one to care for them on discharge from Hospital.

It is not possible to generalise about the action that has been taken, it has had to depend on the particular circumstances of

the case. The circumstances have sometimes been similar, but on other occasions there has been no precedent to follow, and an impromptu solution has had to be found. To illustrate from actual incidents: one of the ward sisters was concerned about a man having no overcoat to take to the convalescent home; as he had the money and the coupons to buy a coat, he was personally escorted to the shops, and made his purchase in the short time that remained before his departure to the convalescent home. On another occasion there was an in-patient very much worried about his rent falling into arrears. His local post office was visited twice in order to draw the accumulated old age pension on his behalf. The money each time was delivered for him to the landlord. As the patient's invalid wife had recently died the landlord tentatively suggested that one of the rooms might be sub-let to lighten the rent burden. This was negotiated, and finally a visit had to be paid to the premises to re-assure the patient that there had been no undue interference with his furniture and possessions.

The children have made the usual good progress at Roecliffe Manor, the Leicester and County Saturday Hospital Society Convalescent Home at Woodhouse Eaves. One little boy sent there for special rest, said on his return: that he must go back to Roecliffe as soon as he was well enough, to ride on the donkey there; he had arranged it with the matron and she would be expecting him. With such a reward in view, he obviously intended to do all in his power to hasten his recovery.

In many cases the statutory and voluntary social agencies have been referred to for assistance. Frequent use has been made of the Soldiers', Sailors' and Airmen's Families Association when service men's relatives have been in need. Many certificates and notes have been given to facilitate this co-operation with the various societies.

The voluntary Car Pool organised by the Women's Voluntary Services has given much appreciated help to patients whose transport difficulties would have been otherwise insurmountable.

The receipt of a donation from the Matilda Gregg Bequest, was a unique event which must make 1943 a memorable year.

MONICA WRIGHT,

B.Sc. (H. & S. S.), A.I.H.A.

LEICESTER ROYAL INFIRMARY.

Statistics for year to 31st Dec., 1943, compared with those of the previous year.

1.—IN-PATIENTS.

A.—Number of Beds and In-Patients.

	Numbers in 1943	Previous Year.
1* Total number of available beds on 31st December ..	893	863
2* Average number of available beds during year ..	893	863
3 Average number of patients resident daily throughout the year (Infirmary 493·23, Swithland 49·03, Zachary Merton 66·65)	608·9	592·2
4 Number of In-patients in the hospital at beginning of year (includes Recovery Homes 90)	550	594
5 Number of In-patients admitted during year ..	12141	11962
6 Number of In-patients in the hospital at the end of the year (includes Recovery Homes 88)	599	550
7 Average number of days each patient was resident.. Ascertained by dividing the yearly total of daily counts by the number of patients treated to a conclusion i.e (4) + (5) — (6).	18·39	18·0
8 Number of patients admitted and discharged during the year who were resident for :—		
(1) only 1 day ..	348	471
(2) 2 and 3 days ..	979	1112

* Includes 250 Emergency Beds.

B. — Annual Expenditure on In-Patients apart from that on Out-Patients.
Average cost of each In-Patient per week, and average cost of each In-Patient.

	1943			Previous Year		
	Expen- diture on In-Pa- tients	* Average Cost of each In-Patient per week	 Average Total Cost of each In-Patient	* Average cost of each In-Patient per week	 Average Total cost of each In-Patient	
	£	£ s. d.	£ s. d.	£ s. d.	£ s. d.	
1 Provisions (Including Board of Officials.)	14410	9 1	1 3 10	9 3	1 3 8	
2 Surgery & Dispens'y	13400	8 6	1 2 2	7 3	18 7	
3 Domestic	21000	13 3	1 14 9	12 5	1 11 10	
4 Salaries and Wages (Maintenance.)	45070	1 8 6	3 14 6	1 6 8	3 8 5	
5 Miscellaneous ..	2600	1 8	4 3	1 10	4 8	
6 Administration ..	4100	2 7	6 10	2 6	6 6	
7 Statistical Cost..	100580	3 3 7	8 6 4	2 19 11	7 13 8	
Establishment Renewals & Repairs	3100	1 11	5 1	3 9	9 8	
8 Finance	1550	11	2 7	10	2 0	
9 Cost of Beds at Re- covery Homes & Extra- ordinary Expenditure	10561	6 8	17 6	7 3	18 7	
Total Cost ..	115791	3 13 1	9 11 6	3 11 9	9 3 11	

* Average cost per week found by dividing the amounts of Expenditure shown against each heading and total by the average number of In-Patients resident daily (No. 3 in A above) and dividing by the number of weeks in the year.

|| Average cost for In-Patients found by dividing the amounts of Expenditure shown against each heading and total by the number of In-Patients treated to a conclusion during the year (Nos. 4 + 5 — 6 in A above).

LEICESTER ROYAL INFIRMARY.

Statistics for year to 31st Dec., 1943, compared with those of the previous year.

2.—OUT-PATIENTS.

A.—Numbers.

	Numbers in 1943	Previous Year
1 Total number of new Out-Patients	62102	60936
2 Total number of Out-Patient attendances	336552	321917
(a) Number of Patients on books at beginning of year	6428	6249
(b) Number of Casualty Patients included in No. 1 above	33009	34542
(c) Number of Maternity Patients in No. 1 above, attended at home	nil.	nil.
(d) Number of attendances on Maternity Patients included in No. 2 above	nil.	nil.

B.—Annual Expenditure on Out-Patients and average cost of each Out-Patient attendance and of each Out-Patient.

	1943			Previous Year	
	Expen- diture on Out Pa- tients	* Average Cost of each Out-Patient Attendance	 Average Total Cost of each Out-Patient	* Average cost of each Out-Patient Attendance	 Average Total Cost of each Out-Patient
	£	Pence	Pence	Pence	Pence
1 Provisions	597	·43	2·31	·41	2·18
2 Surgery and Dispensary	6348	4·53	24·53	4·4	23·2
3 Domestic	2493	1·78	9·63	1·5	7·96
4 Salaries and Wages (Maintenance) ..	14802	10·55	57·2	9·94	52·5
5 Miscellaneous ..	956	·68	3·69	·83	4·41
6 Administration ..	750	·53	2·9	·52	2·76
Statistical Cost ..	25946	18·50	100·26	17·6	93·01
7 Establishment ..	803	·57	3·11	1·09	5·73
Renewals & Repairs					
8 Finance	169	·12	·65	·11	·58
Total Cost ..	26918	19·19	104·02	18·8	99·32

* Average cost per Out-Patient attendance found by dividing the amounts of Expenditure shown against each heading and total by the total number of Out-Patient attendances (No. 2 in A above).

|| Average cost per Out-Patient found by dividing the amounts shown against each heading and total by the total number of new Out-Patients (No. 1 in A above).

Income and Expenditure Account for

<u>Ordinary.</u>			Income.					
1942.						1943.		
£	s.	d.				£	s.	d.
			I. VOLUNTARY GIFTS:					
			1 Subscriptions, Donations, Etc.:					
8610	17	10	Annual Subscriptions	..	8594	4	0	
17780	18	1	Donations	20155	11	1	
111	16	0	Box Collections	141	4	7	
—			Entertainments (organized by Hospital)	—			
—			Gifts in kind (not separately valued)	—			
3957	9	8	2 Hospital Sunday Fund	..	4345	14	5	
46700	0	0	*Hospital Saturday Fund	..	47300	0	0	
77161	1	7	*Also on account Casualty & X-Ray Building Fund: 1938 £2000; 1939 £15,000; 1940 £17,350; 1941 £17,650; 1942 £18,000; 1943 £18,000			80536	14	1
—								
18	12	6	3 Sundry Receipts	—			
6316	12	7	Fever House Account	..	18	12	5	
6335	5	1	Children's Hospital Account		6565	9	11	
						6584	2	4
			II. RECEIPTS ON ACCOUNT OF SERVICES RENDERED:					
			1 Contributions on account of Services to Patients:					
			(a) From Patients and their Societies, Patients and Hospital Contributory					
4331	18	4	Associations	5533	12	7	
541	8	0	X-Ray Department	636	3	0	
238	11	9	Approved Societies	67	7	4	
697	0	2	Convalescent Fund	464	0	8	
1982	18	4	Road Traffic Act	925	16	9	
			(b) From Public Authorities:					
6517	7	10	Venereal Diseases Dept.	...	7474	4	10	
345	0	11	Ministry of Pensions, War Office, etc.	43	8	0	
27033	16	4	Ministry of Health, Emergency Hospital Service	..	27434	13	0	
2011	6	8	Ministry of Health, Nursing Salaries Grant	..	431	0	0	
43699	8	4				43010	6	2
1061	13	0	Less Allocation to Honorary Medical Staff Fund			985	1	3
42637	15	4				42025	4	11
			2 Fees:					
—			Nurses' & Probationers' Fees		—			
—			Other Fees	—			
126134	2	0	Carried forward	129146	1	4	

the Year to the 31st December, 1943

<u>Ordinary.</u>			Expenditure.					
1942.						1943.		
£	s.	d.				£	s.	d.
14754	19	2	I. PROVISIONS	15006	9	6
			II. SURGERY AND DISPENSARY :					
4230	17	7	1 Drugs, Chemicals, &c.	..		5042	9	1
3498	17	5	2 Dressings, Bandages, &c.	..		3137	6	8
2828	17	7	3 Instruments & Appliances	..		3070	7	10
84	14	9	4 Wines and Spirits	..		32	11	2
632	9	9	5 Sundries	..		649	10	8
1821	0	8	6 Salaries & Wages, Dispensary			1702	6	7
			7 X-Ray Department :					
357	19	3	(a) Apparatus & Appliances	..		776	4	1
3585	17	5	(b) Films	..		5336	15	3
17040	14	5				19747	11	4
			III. DOMESTIC :					
			1 Renewal & Repair of Furniture					
2827	15	11	Bedding, Crockery, &c.	..		3379	10	0
			2 Laundry :					
528	18	11	(a) Materials	..		601	14	11
2487	19	4	(b) Wages	..		2758	17	2
3887	8	3	3 Cleaning and Chandlery	..		3733	0	10
1040	2	0	4 Water	..		1325	12	0
			5 Fuel and Lighting :					
7223	10	11	(a) Coal & Coke	..		8224	2	9
767	5	8	(b) Gas	..		752	4	0
946	13	2	(c) Electricity	..		923	6	1
423	12	2	(d) Lamps, &c.	..		386	4	2
546	9	3	6 Uniforms	..		908	12	9
437	7	3	7 Sundries	..		499	15	7
21117	2	10				23493	0	3
			IV. SALARIES AND WAGES (Maintenance):					
			1 Medical :					
			(a) Hon. Medical & Surgical					
3308	1	0	Staff (28)	..		3350	15	0
			(Honoraria for Travelling expenses)					
2550	9	3	(b) Resident Staff (15)	..		2719	12	8
3898	16	4	(c) Path. Lab., V.D. Dept.,					
			X-Ray Dept.	..		3990	16	8
23205	9	9	2 Nursing	..		26960	14	5
			3 Other Officers & Employees :					
180	0	0	(a) Chaplains	..		180	0	0
			(Also £90 from Chaplains' Fund)					
7594	16	6	(b) Other Officers	..		8252	15	7
983	3	7	(c) Mechanics	..		1320	15	3
2401	19	2	(d) Porters	..		2623	11	11
5950	17	6	(e) Domestic Servants	..		5967	17	8
4025	11	0	(f) Cleaners	..		4240	12	6
280	10	0	4 Pensions	..		264	5	0
54379	14	1				59871	16	8
107292	10	6	Carried forward	..		118118	17	9

144135	11	7	Ordinary Income	148753	19	4
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Extraordinary.

3808	15	7	1	Legacies	5588	5	4
------	----	---	---	----------	----	----	----	------	---	---

147944 7 2

£154,342 4 8

the Year to the 31st December, 1943—continued.

1942.						1943.		
£	s.	d.				£	s.	d.
107292	10	6	Brought forward			118118	17	9
V. MISCELLANEOUS:								
1624	17	3	1 Printing, Stationery,			1602	5	8
94	2	2	Postages, Telephones, &c.			125	12	6
1943	8	4	2 Advertisements					
172	4	9	3 Insurance (includes War			1043	15	3
85	2	10	Damage Insurance)			584	16	0
			4 Garden			199	16	10
			5 Sundries					
3919	15	4				3556	6	3
VI. ADMINISTRATION:								
3528	3	11	1 Salaries			3905	16	5
—			2 Pensions			—		
677	10	3	3 Printing, Stationery,			584	10	6
67	9	9	Postages, Telephones &c.,			100	6	9
—			4 Advertisements			—		
—			5 Law Charges			—		
349	4	0	6 Auditors			259	10	6
			7 Sundries					
4622	7	11				4850	4	2
VII. ESTABLISHMENT:								
7275	13	7	Renewals and Repairs to			3903	7	10
			Buildings and Plant ..					
VIII. FINANCE:								
—			1 Interest			—		
567	9	1	2 Appeals			625	12	7
—			3 Rent			189	0	9
800	4	8	4 Rates (and Taxes)			904	10	5
1367	13	9				1719	3	9
124478	1	1	Ordinary Expenditure ..			132147	19	9
Extraordinary.								
468	14	7	1 Contributions to other			224	14	2
			Institutions: Convalescent					
			Homes					
4774	9	4	2 Maintenance of Homes:			4958	10	3
5925	8	1	(a) Swithland Home			5377	17	10
—			(b) Zachary Merton Home ..					
			3 Maternity Hospital Account,			3149	6	10
			being excess of Expenditure					
			over Income (Page 24) ..					
11168	12	0	Extraordinary Expenditure ..			13710	9	1
135646	13	1	Total Expenditure			145858	8	10
12297	14	1	Balance being surplus of Income			8483	15	10
			over Expenditure					
147944	7	2				£154,342	4	8

Leicester Royal Infirmary

	£	s.	d.	£	s.	d.	£	s.	d.
1. SUNDRY CREDITORS.									
General Account							11290	9	1
2. LOANS TO HOSPITAL.									
Westminster Bank Ltd. (Overdrawn Account)						See contra.			
3. SPECIAL ACCOUNTS.									
Building Fund, General Account ..							467	4	8
New Casualty & X-Ray Depts. Being Contributions by Saturday Hospital Society and Interest on Investments							91137	3	1
4. CAPITAL ACCOUNT.									
Endowment Legacies & Donations:									
Beds Endowed				244045	9	0			
Beds in course of Endowment ..				18096	3	1			
Cots Endowed				90663	11	2			
Cots in course of Endowment ..				6438	0	1			
Bequests				336393	12	6			
Add difference on repayment of Investments				2925	0	0			
						339318	12	6	
Chaplain's Account						2513	13	10	
General Account:									
Balance as at 31st December, 1942	59542	0	3						
Add									
Investments received	320	10	0						
Capital Expenditure (A.R.P.) recovered	503	16	3						
Emergency Hospital Service, balance of 1940 and 1941 Accounts	19573	2	7						
Surplus of Income over Expenditure for year ended 31st December, 1943 .. .	8483	15	10						
				88423	4	11			
Less Maternity Hospital Deficit at December 31, 1942 less Investments Transferred	6799	16	6			81623	8	5	
							782698	18	1
5. UNEXPENDED INCOME BALANCE OF SPECIAL FUND									

£885,593 14 11

We have examined the above Balance Sheet and in our opinion it is properly of the Leicester Royal Infirmary, according to the books of the Institution. them in order.

12th April, 1944, LEICESTER.

Balance Sheet, 31st December, 1943.

	£	s.	d.	£	s.	d.
1. CASH AT BANK AND IN HAND.						
Cash in hand				84	6	3
Westminster Bank Ltd.						
In hand:						
Chaplain's Account	67	7	9			
Endowments & Legacies Account ..	6875	11	9			
New Casualty & X-Ray Dept. Account	1340	15	2			
General Account	33279	13	4			
	41563	8	0			
Less Overdrawn:						
Private Nursing Branch Account	1998	14	5			
Building Fund, General Account	213	6	8			
	2212	1	1			
				39351	6	11
2. STOCKS OF UNISSUED STORES ON HAND.						
(Not valued for purposes of Balance Sheet)						
3. SUNDRY DEBTORS.*						
General Account	3341	16	5			
Building Account, General .. .	680	11	4			
New Casualty & X-Ray Dept. ..	18796	7	11			
Chaplain's Account	44	9	6			
	22863	5	2			
*(Subscriptions, Donations and other Receipts received since the close of the year 1943, in respect of that year.)						
4. INTERNAL LOANS.						
Private Nursing Branch				2013	6	0
5. INVESTMENTS—at cost.						
Endowment Accounts:						
Beds Endowed	244045	9	0			
Beds in course of Endowment ..	17908	4	5			
Cots Endowed	88591	7	5			
Cots in course of Endowment ..	3133	11	9			
Bequests	338328	1	6			
Chaplain's Account	2401	16	7			
General Account	26278	1	9			
Ditto Freehold Property	26545	14	11			
Maternity Hospital	3049	3	3			
Building Fund—New Casualty and X-Ray Department	71000	0	0			
				821281	10	7
6. LAND, BUILDINGS AND EQUIPMENT OF THE HOSPITAL.						
(Not valued for purposes of Balance Sheet)						

£885,593 14 11

drawn up so as to exhibit a true and correct view of the state of the affairs
We have examined the Securities representing the Investments, and found

WYKES & CO.,
Chartered Accountants. Honorary Auditors.

LEICESTER AND LEICESTER

(Administered by the

Income and Expenditure Account for

1942.	INCOME							£	s.	d.	£	s.	d.	
£	s.	d.	Gifts :											
353	0	0	*Donations	243	12	0			
141	12	6	*Subscriptions		149	4	6			
									<hr/>			392	16	6
494	12	6												
			Grants :											
2000	0	0	Leicester City Council	500	0	0			
600	0	0	Leicestershire County Council	250	0	0			
110	8	4	British Hospitals Association	47	0	0			
									<hr/>			797	0	0
2710	8	4												
6628	17	6	Patients' Fees				6960	6	9
109	14	8	Interest on Investments				88	10	4
200	0	0	Legacy				—		
—			Sundry Receipts				12	14	0
1222	3	2	Excess of Expenditure over Income for the											
			year ended 31st December, 1943 trans-											
			ferred to Main Account, page 21 ...											
												3149	6	10

* This amount of £392 16s. 6d. is not in keeping with the generous voluntary support associated with Leicestershire.

ADDITIONAL SUPPORT
URGENTLY NEEDED.

11,365 16 2

£11,400 14

SHIRE MATERNITY HOSPITAL

(Leicester Royal Infirmary)

the Year ended 31st December, 1943

1942. £ s. d.	EXPENDITURE	£ s. d.	£ s. d.
1949 1 5	Provisions		1840 7 2
406 14 3	Surgery and Dispensary		
197 4 6	Drugs, Chemicals, Dressings	479 6 5	
	Surgical Appliances	277 2 1	
			756 8 6
603 18 9			
	Domestic :		
149 18 5	Renewal and Repair of Bed Linen, House Linen, etc.	174 16 3	
244 12 9	Renewal and Repair of Furniture and Equipment	241 2 10	
127 12 7	Laundry and Cleaning	1208 6 7	
87 15 7	Water	104 5 10	
274 5 7	Fuel	272 7 4	
35 0 0	Heating	35 0 0	
618 19 1	Gas and Electricity	603 12 3	
			2639 11 1
2628 4 0			
	Salaries and Wages :		
664 3 2	Medical Officers	561 15 10	
3587 9 8	Nurses and Servants	4297 4 6	
188 11 0	Superannuation	206 0 0	
106 14 1	Midwifery Lecture Committee	—	
			5065 0 4
4546 17 11			
	Administration :		
87 10 0	Salaries	102 2 0	
65 0 0	Pensions	65 0 0	
39 16 7	Printing, Stationery and Advertising ...	59 0 4	
27 9 2	Telephone	31 19 3	
49 2 5	Insurance	28 1 8	
46 1 6	Sundries	48 0 8	
52 6 3	War Damage Contribution	23 5 0	
			357 8 11
367 5 11			
	Establishment :		
675 4 0	Renewals and Repairs to Buildings and Plant		366 14 4
	Finance :		
9 6 8	Bank Charges	9 19 1	
293 15 0	Interest on Loans	75 0 0	
152 0 0	Rent of Rooms—Ante-Natal Clinic, etc.	152 0 0	
140 2 6	Rates	138 5 0	
			375 4 1
595 4 2			
11,365 16 2			£11,400 14 5

THE SUTTON CHARITY

TRUSTEES:

J. O. DAVIES, ESQ.

R. HOLT, ESQ.

A. E. ROWLETT, ESQ., L.D.S.

BANKERS:

NATIONAL PROVINCIAL BANK, LIMITED, LEICESTER BRANCH.

CLERK TO THE TRUSTEES:

H. T. PLOWMAN, LEICESTER ROYAL INFIRMARY.

STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR 1943.

DR.	RECEIPTS.	£	s.	d.	PAYMENTS.	CR.
						£ s. d.
To Balance in Bankers Hands	1790	8	4	By Grants to Applicants, being In-patients discharged convalescent or relieved from Leicester Royal Infirmary during the year	377 6 5
„ Dividends:					„ Charity Organisation Society	4 4 0
Consols	677	11	0	„ Printing, Stationery, Postage and Sundries	6 3 7
Conversion Loan 3½%	48	19	0	„ Administration Expenses	82 7 0
National War Bonds 2½%	12	10	0	„ Special Investment with Trustee Savings Bank	1462 12 8
Great Western Railway 2½% Debenture Stock	32	8	0	„ Balance in Bankers hands:—	
Local Loans 3%	30	11	4	Current Account	755 10 6
Metropolitan Water Board 3% "B" Stock	29	16	2		
Defence Bonds 3%	24	0	0		
Bank Interest	37	0	4		
„ Grants returned to Credit	5	0	0		
		£2,688	4	2		£2,688 4 2

THE "ELIZABETH HARRISON" BEQUEST.

(INCOME ACCOUNT)

DR.	RECEIPTS.	£	s.	d.	PAYMENTS.	CR.
						£ s. d.
To Dividends on Consols (included in above)	2	10	0	By grants to applicants (included in above)	51 9 0
„ Dividends on 3½ per cent. Conversion Loan (see above)	48	19	0		
		£51	9	0		£51 9 0

INVESTMENTS.

£27001 19 7	Consols 2½ per cent.	} (Elizabeth Harrison Bequest).
£500 0 0	National War Bonds 2½ per cent. 1945/47.	
£100 0 0	Consols 2½ per cent.	
£1398 11 1	Conversion Loan 3½ per cent. 1961	
£1019 0 1	Local Loans 3 per cent.	
£993 13 9	Metropolitan Water Board 3 per cent. "B" Stock.	
£1296 0 0	G. W. Rly. Co. 2½ per cent. Debenture Stock.	
£800 0 0	Defence Bonds 3 per cent.	

FORM OF BEQUEST

TO

THE LEICESTER ROYAL INFIRMARY

I bequeath to the Treasurer for the time being of The Leicester Royal Infirmary (Incorporated by Charter) the sum of pounds and to the Children's Hospital in connection with The Leicester Royal Infirmary the sum of pounds and to the Leicester and Leicestershire Maternity Hospital administered by the Leicester Royal Infirmary the sum of pounds in each case free of all duty including Estate Duty on such part of the Legacy as is payable out of the proceeds of sale of real estate, to be applied * to the general uses and purposes of the said Infirmary Children's Hospital and Maternity Hospital respectively AND I declare that the receipt of the Treasurer for the time being of the said Infirmary Children's Hospital and Maternity Hospital respectively shall be a sufficient discharge for the same.

* Or for the perpetual Endowment of a Bed to my memory in the said Leicester Royal Infirmary, and/or for the perpetual Endowment of a Cot to the memory of

..... in the said Children's Hospital and/or Maternity Hospital.

If you are disposed to make a bequest in favour of the Infirmary, you are invited to fill in the appended Codicil and sign same in the presence of two Witnesses. The Codicil should then be placed with your Will, the trouble of altering which may be thus avoided.

This is a Codicil to the last will and Testament of me.....

Insert here full name and description.

of
in the County of

Strike out the Charity you do not wish to benefit, or if you wish to benefit both, strike out the words "or," and initial same.

I give and bequeath to the Treasurer for the time being of The Leicester Royal Infirmary (Incorporated by Charter) the sum of pounds and to Children's Hospital in connection with the Leicester Royal Infirmary the sum of pounds and to The Leicester and Leicestershire Maternity Hospital or administered by the Leicester Royal Infirmary the sum of pounds in each case free of all duty, including Estate Duty on such part of the Legacy as is payable out of the proceeds of sale of real estate, to be applied to the general uses and purposes of the said Infirmary and Children's Hospital. AND I declare that the receipt of the Maternity Hospital. Treasurer for the time being of the said Infirmary and Children's Hospital and Maternity Hospital shall be a sufficient discharge for the same. IN WITNESS whereof and in confirmation of my said will in other respects I have hereunto set my hand thisday of.....194

* SIGNED by the said

.....
.....as and for a Codicil to his last Will and Testament in the presence of us present at the same time who at his request in his sight and presence and in the presence of each other have hereunto subscribed our names as witnesses.

(Signature)

(Witnesses)

Name.....

Address.....

Occupation.....

Name.....

Address.....

Occupation.....

* Insert here full name.

GENERAL RULES RELATING TO THE ADMISSION OF PATIENTS.

All persons unable to pay for adequate medical attendance are admissible for relief in the Institution.

Patients who, in the opinion of the medical officers, are capable of receiving equal benefit in the out-patients' department, are not admissible as in-patients.

The following cases are inadmissible : —Infectious diseases, other than typhoid fever; delirium tremens, confirmed consumption, insanity, or incurable diseases.

In consequence of the continued pressure on the accommodation, preference is given to the most urgent cases, and those less urgent are dealt with as out-patients until vacant beds arise.

Urgent cases are admitted at all times.

County patients living at a distance, should not be sent until a statement from their Doctor giving full and precise information as to their complaint and present condition has been forwarded to the House Governor and Secretary, who will reply by return stating whether or not the case appears suitable for admission, and if suitable when a bed will be vacant.

Attention to this last rule is most desirable, as it is very distressing to the medical officers, as well as dangerous to the patients, if cases have to be sent back on account of no beds being available.

Patients should bring with them knife, fork and spoon, two towels, soap, slippers, a tooth brush and change of linen, also Ration Book, Identity Card and Respirator.

THE PRIME MINISTER

**The Rt. Hon. Winston Churchill,
P.C., C.H.,**

**speaking at the Royal College of
Physicians said :**

**“I confess myself to be a great
admirer of tradition.**

**The longer you can look back
the further you can look
forward.”**

TRADITION

**VOLUNTARY HOSPITALS HAVE SERVED
THE PUBLIC FOR 800 YEARS**

**THE LEICESTER ROYAL INFIRMARY
looks back
174 years**

**TRADITION and LOYALTY
of the PUBLIC will ensure its
FORWARD PROGRESS**